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www.gotTrackDays.com

**EMBA 260**

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# Executive Summary

Got Track Days, Inc. is a provider of track days (or High Performance Driving Events – HPDE) at racetracks around the globe. We will use technology as the backbone to the company to keep expenses low while still providing legendary service to our members. The ultimate goal of the company is to be known as the provider who can get you, your friends, or your company a day at any race track around the globe for high speed driving in a legal and safe environment.

## Mission

Our mission is to be the premier provider of Track Days around the globe. When somebody mentions the words “track days” we want our name to be the first that comes to mind. Regardless of the racetrack, we want to be the provider that can get you the opportunity to be on that racetrack. We want our members to be able to enjoy their vehicles on any racetrack around the globe and we want them to have the same experience regardless of the venue. Our motto is “Want track days? We gotTrackDays!”

## Vision

Our vision is excellence through technology and customer service. The founder of Got Track Days, Inc. has a background in Information Technology and the eight years he has spent developing and maintaining applications for a large vision insurance company has taught him the importance of technology and what it can do for the company and its members. We want our members to be able to easily search, register, and attend our events and we want to provide the same experience regardless if they are at Laguna Seca in Monterey, CA, Tsukuba Circuit in Japan, or the Nurburgring in Germany. We want our members to have access to all the data they need through Internet technologies both on their desktop PC’s, smartphones, or tablets. We want to use technology to enhance their experience, not deter from it.

## Objectives

The objectives over the next five years for Got Track Days, Inc. are the following:

* By the end of the year 1: We will complete the website and mobile apps. We will conduct research on new member needs/wants. We will advertise our company and our events for the following year. We will also complete incorporating in the state of Nevada.
* By the end of year 2 we will organize 15 events in the Northern CA region with annual revenue of $225k.
* By the end of year 3 we will organize 50 events in the Northern CA region with annual revenue of $750k and no net loss.
* By the end of year 4 we will organize 150 events in the Northern CA region with annual revenue of $2.25m and a net profit of $50k.
* By the end of year 5 we will organize an additional 15 events by expanding into the Southern CA region.

Got Track Days, Inc. will not only be the company that is known worldwide for track days, it also wants to be known as the provider that will allow you to experience your vehicle to its fullest potential in a safe and legal environment. As word spreads of our company, as sales increase, and as soon as we are able to make a net profit, Got Track Days, Inc. will begin to partner with the racetracks to put on clinics for our young adults. Young adults need to learn to drive in all conditions and to understand how their vehicles handle in all situations, including at the extreme limits which will help them become better drivers. This is important to us because young adults only make up 6.4% of all drivers, yet they account for over 20% of all car related accidents. (NHTSA). Got Track Days, Inc. wants to be part of the solution that helps to lower this number.

Got Track Days, Inc. was started as a business but it cares about its drivers and wants them to be safe and the racetrack is one of the few places where they can do that. Many drivers including the founder have said they feel safer at the racetrack than during the drive to or from the racetrack.

## Keys to Success

The founder has been attending track days for the last 7 years and has seen many things that he likes and does not like about the current track day providers. He also has not seen a track day provider that organizes track days throughout various regions of the country or the around the globe. Because of these insights as well as talking to both experienced drivers and drivers who have never attended a track day, the below are some keys to success.

**Technology:**

Technology will be important to the success of Got Track Day, Inc. because we want to automate as much of the process as possible. We want to have our website and mobile apps be used by all of our members to easily register for events, search for events, and to answer all of their questions they might have about attending any of our events. Mass marketing, advertising, feedback, and customer surveys will be conducted via the website, Facebook, Twitter and various online forums. Technology we help spread the word of our company and services that we provide.

We will also use technology to allow our employees to be able to work together since they will not have an office which they come to every day. Instead they will work be able to work home using technology such as video conferencing, e-mail, chat, Google docs, etc… to keep in touch with fellow employees and supervisors throughout the country.

Technology will:

* Provide simplicity and ease of registration
* Extend our reach across state lines and country borders
* Lower overhead costs
* Allow employees and members to stay in contact when needed

**Customer Service:**

Many companies today no longer focus on customer service. Their main focus is on keeping prices low with mediocre service provided by employees. Our number one goal is to provide the best value for our members while maintain superior customer service. We will not be the low cost provider of track days because that will diminish our ability to provide the customer service that our members deserve. But we will provide bang for your buck when taking into account fixed costs for attending track events. The format for how we run events will lower the average number of member participants at each of our events, allowing us to be able to better serve them.

**Employees:**

The third key to success is our employees. We need to be able to find the right employees who will excel in the environment we are providing for them. This will not be a typical 9-5 job for them. There will be no office for employees to arrive at every morning. Their office will either be their desk at home, a local coffee shop, or the racetrack where there main job focus will be to provide excellent customer service to all of our members who are attending the event which they are working. This customer service focus is what will set us apart from our competitors. We will have 3 people at every event whose main goal is to make sure the event runs smoothly for all of our members. For many existing track day providers the providers themselves are at events and spend time driving at events instead of providing customer service. Our focus will not be to drive at events (unless we our taking our members out on the track for lessons). Our employees will be focused on customer service. This will be their job not a hobby which is what many current providers treat it as.

# Company Summary

Got Track Days, Inc. is a provider of track days. The company is the middle man between drivers and racetracks. Racetracks are unable to provide the service of gathering between 40-120 people to spend the day at the racetrack. They are in business to rent out the complete racetrack for a daily fee. Got Track Days, Inc. is the provider that will pay that fee to the racetrack ranging from $8,450 - $21,000 depending on the racetrack, the time of year, and the time of the week. Then we will sell individual slots to the event we are hosting, we take individual payment from the members (drivers), and we handle the logistics once we arrive at the racetrack. We organize who is allowed on the racetrack at certain times and for how long they are allowed to be on the track. If we don’t get enough members to attend our event to cover our fee plus our expenses then we take a loss for that event.

## Company History

The company was founded by Juan Calderon who was frustrated by the customer service and quality of events that he has attended over the last seven years. He has participated with 5 different Northern California providers of events and found some good things that he liked and disliked about each one. Customer service was lacking in the majority of providers whenever he had questions. Also technology was rarely being used so the same paperwork was always being filled out multiple times, is was difficult to register and find events as well as not knowing how many people were attending the events or if any friends of his were also attending. Juan started Got Track Days, Inc. to incorporate some of the automation and technology that he knew to better handle this situation and to enhance the experience of going to the racetrack.

## Company ownership

Got Track Days, Inc. will be a registered C. Corporation in the state of Nevada. Juan Calderon will be the founder and will completely own the company initially. As new employees are brought on to help expand the number of events and the number of regions that Got Track Days, Inc. operates in, stock ownership will be distributed among employees to enhance their loyalty to the company as well as providing them extra incentive in seeing the company grow globally. No outside investment will be gathered during the first five years. The Founder will provide the initial $150,000 that is needed for the two years and an additional $50,000 per year for the next 3 years. He will also provide the technical expertise needed to create the initial mobile apps and website by working with a Computer Science senior project team at California State University, Sacramento. He will also providing the PC, tablet, cell phone, and monthly data plans (home Internet and mobile data) needed by the company to get off the ground.

Got Track Days, Inc. is a service provider as such we have very few physical assets. We will have software assets, such as our website and mobile apps.

## Start-up plan

The first year will be used to get all the technology in place that will be needed to get [www.gotTrackDays.com](http://www.gotTrackDays.com) up and running as well as the gotTrackDays mobile apps for both Android and iOS. The first year the founder will continue to work at his current place of employment during the day and on evenings and weekends he will spend time with the CSUS senior project team providing requirements on the technical project needs for the company as well as conducting surveys, advertising, and gathering all the necessary team members that will be needed to get Got Track Days, Inc. off the ground for year 2.

Having a degree in Computer Science and having worked on technological automated solutions with his current employer give the founder the expertise to do this work Also by giving a senior project team at CSUS this project, he will be able to focus on multiple facets of the business while overseeing the project to make sure all requirements are fulfilled. This will save the company over $103,000 it would have cost to hire multiple developers to do the work on the different technical needs that Got Track Days, Inc. will have. Using Project 2012 a project plan will be put in place to track and schedule the development of the website and mobile apps to keep the project on track and make sure milestones are being reached on time.

## Company Location and facilities

Initially the founder will be working out of his home in Rancho Cordova, CA and he will provide all the technology that the company will require to get started the first year. His wife will be CFO and take care of all the financial paperwork, forms, taxes, etc… and will work alongside the founder to get everything setup correctly to be ready for year 2. In year 3 an additional three employees will be hired. These new employees will work out of their home and will be provided with a laptop, tablet, cellphone, and all the equipment that will be needed for them to be able to conduct any work that is needed for the company. All employees will work from home and will be provided with all the equipment that would be found in a typical office environment. High-speed Internet will be required as part of their facilities to allow them to connect with fellow employees.

The reason Got Track Days, Inc. has decided on the home office solution is that the majority of employees it will be hiring will be traveling to and from events at the racetrack. There is a minimal amount of work that needs to be done in a office environment. The company also feels that technology should be used to the fullest to save costs yet be able to provide the same experience that would be found in an office environment. High speed Internet service allows video conferencing, desktop sharing, chatting, e-mail, etc… which in the past were only possible if people were in an office environment. This ability still allows people to interact face to face (visually via their monitor). Also because Got Track Days, Inc. will be operating in multiple regions, renting office space for 3 employees per region would not be cost-effective. Got Track Days, Inc. will embrace technology and not be afraid of the change it brings.

|  |  |  |
| --- | --- | --- |
| **1st year start-up costs** |  |  |
| **Startup expenses** | **CSUS Senior Project Team and founder developing** | **hired developers and rented office space with new equipment** |
| Legal | $15,000.00 | $18,000.00 |
| Stationary | $1,000.00 | $2,000.00 |
| Brochures | $1,000.00 | $1,000.00 |
| Tumblers | $3,000.00 | $3,000.00 |
| Technology | $3,000.00 | $5,000.00 |
| Insurance | $2,000.00 | $3,000.00 |
| Rent | $0.00 | $12,000.00 |
| Research and Devlopment | $0.00 | $80,000.00 |
| Expensed equipment | $0.00 | $4,000.00 |
| Total | $25,000.00 | $128,000.00 |
| Savings from not hiring developers or getting new office equipment and office space | $103,000.00 |  |

# Services

Got Track Days, Inc. is a provider of track days. They are the middle man between individuals and all of the global race tracks. Race tracks around the globe are partially used for holding actual races, from Le Mans, Nascar, Indy, Formula 1, SCCA GT, WRC, etc... But they use that racetrack for such events only between 50-100 days per year. That leaves the racetrack empty if not for providers such as Got Track Days, Inc. who can rent the track for those days which they might otherwise be empty.

This industry is highly competitive because there are a variety of track day providers. Northern California alone has over 20 different providers. The majority of providers are either clubs (such as the BMW club and Golden Gate Lotus club), aftermarket car tuners (such as EQ Tuning), enthusiasts who decided to organize events as a hobby or part time (NCRacing, TrackMasters Racing) or actual companies that organize events regionally (Hooked on Driving and Zoom Zoom track days). The majority of these providers organize between 1-35 events with only one (Hooked on Driving) providing close to 100 days in multiple regions throughout the country. Many do it as a hobby, or to provide the owners with the ability to go to the racetrack for free. Got Track Days, Inc. will not be a hobby and it will be a genuine business that provides value to its members who attend their events.

## Services/Products Description

Got Track Days, Inc. provides services to two constituents. The individual racetracks have days where their racetrack is empty similar to empty hotel rooms. An empty racetrack does not bring in revenue and by partnering with Got Track Days, Inc. they will be provided with a guaranteed fixed source of revenue regardless if we are able to get enough slots to fill the event. Also because we are looking at renting between 25-50 days at each racetrack they will have a volume renter in our company. Many racetracks have difficulty renting their racetracks during inclement weather such as rain, snow, and high heat. Rain is a large threat in many areas of the country during November – February. Because of the weather many racetracks give further discounts to providers. Got Track Days, Inc. will take advantage of the excellent pricing during these months to cater to a different segment of the track enthusiast. It will use their database containing driver information to locate potential drivers who would be interested in these events, such as all-wheel drive vehicles like Subaru and Mitsubishi. This time period is the most difficult for racetracks to rent and Got Track Days, Inc. will be providing even greater benefit for the racetracks because of its member database.

The other constituent we have is our members who attend our events. By attending our events we provide value in a multitude of ways. First we will provide one of the easiest registration processes currently available without all the hidden fees found at many of our competitors. We offer straightforward pricing with all fees out in the open for our members to see. We also provide more time on the racetrack for our members so that they spend less time waiting to go back on the racetrack and instead have more time to actually drive on the racetrack. To show this advantage we will have a track day calculator that our members can use to visually see their savings by attending events with us along with knowing exactly how much time they will have on the track. A good formula that Got Track Days, Inc. uses is the cost per minute on the track. If you look at only event costs, our company will not be the lowest. But if you take into account your event costs + fixed costs such as food, hotel, vacation days, etc..., you will see that our per-minute cost will be equal to or lower than our competitors. Our calculator will provide that savings visually for our members to easily see or enter their exact costs or estimates. Below is one example of the savings, Appendix A and B show two more savings examples

|  |  |  |  |
| --- | --- | --- | --- |
|  | **Track Day Calculator** | | |
|  |  |  |  |
|  | gotTrackDays | Sample Competitor | Your numbers |
| Event cost | $180.00 | $125.00 | $125.00 |
| PayPal Fees | $0.00 | $6.00 | $6.00 |
| Membership fees | $0.00 | $30.00 | $0.00 |
| Total Event Cost | $180.00 | $161.00 | $131.00 |
|  |  |  |  |
| Miles to/from event | 214 | 214 | 214 |
| MPG | 25 | 25 | 25 |
| Avg. price per gallon | $3.99 | 3.99 | 3.99 |
| Fuel cost | $34.15 | $34.15 | $34.15 |
|  |  |  |  |
| Hotel | $0.00 | 0 | 0 |
| Food | $15.00 | $15.00 | $15.00 |
| Vacation day | $0.00 | $0.00 | $0.00 |
| Total Fixed Costs | $15.00 | $15.00 | $15.00 |
|  |  |  |  |
| **Cost per minute on track (event costs only)** | | | |
| Total Event Cost | $180.00 | $161.00 | $131.00 |
| # of minutes on track | 140 | 105 | 105 |
| **cost per track minute** | **$1.29** | **$1.53** | **$1.25** |
|  |  |  |  |
| **Cost per minute on track (including fixed costs)** | | | |
| Total Event Cost | $180.00 | $161.00 | $131.00 |
| Total Fixed Costs | $49.15 | $49.15 | $49.15 |
|  |  |  |  |
| # of minutes on track | 140 | 105 | 105 |
| **cost per track minute** | **$1.64** | **$2.00** | **$1.72** |

## Sales Literature

We will have very little physical sales literature (business cards being our main physical literature). All of our employees will have business cards that will direct our members to our website or our mobile apps to get all the information they need about our events. We will use various sales literatures, but a large majority will focus on technology in a variety of ways.

* Website – so that our members have access to all of our information as well as an easy way to find and register for an event.
* Mobile apps (iOS and Android) – so that our members have access to all of our information as well as an easy way to find and register for an event.
* Social networking (Twitter) – this will be used to inform our members of upcoming events on short notice. Sometimes racetracks give excellent deals to providers who rent the racetrack on short notice because it is better for them to rent it for a lower cost than to have the racetrack remain empty. Using our database we will be able to target some of our followers who can attend events on short notice. Twitter also gives us access to over 500 million members (Lunden).
* Social networking (Facebook/email) – this will be used to get feedback from members about an event they attended. We want to provide the same expectations at all of our events regardless of the venue and we will solicit feedback via Facebook and email. We also want to be able to target Facebook’s over 1 billion members (Fowler).
* Car websites – our crew members will be active on a variety of car websites and forums, such as [www.i-club.com](http://www.i-club.com) (Subaru club), [www.s2ki.com](http://www.s2ki.com) (Honda club), etc… Forums are a good way to recruit new drivers
* Car stickers with our logo/website – we will give car stickers with our logo and website as part of the introductory package that is included for every new member as well as giving them away to any member who would like extras.
* Drink tumblers – will be given to our members as part of their introductory package when they attend their first event with us. Staying hydrated at our events is important for our members so we will provide water coolers at our events where members can fill our tumblers with water for free.

## Sourcing and Fulfillment

The founder will work with a CSUS Senior Project team to code the website and mobile apps, but will contract with a designer to design both as well as finding a graphics artist to design the artwork for our logo's, or graphics that will be used on our website. Having been through the computer science program at CSUS the founder realizes that many talented individuals attend CSUS and it will be a way for Got Track Days, Inc. to both give back to CSUS by providing the students a non-standard project that is actually going to be used in a real life business (many times some projects are make-believe projects provided by faculty where they are not used in an actual business environment).

As a service provider, the company will receive payment before rendering service to its members. As such payment fulfillment will be crucial for sustaining Got Track Days, Inc. because 25% deposits to racetracks have to be made as soon as rental days are reserved. Payment fulfillment will be done through PayPal or Google Wallet (Google, Google Wallet) because they can provide the payment security required and all members do not have to have an account with them to make payments. We want to make it as convenient for our members as possible and it will be integrated into our existing interfaces.

## Technology

Technology will be a major focus for Got Track Days, Inc. To keep costs down registration for our events will be done through our website and mobile apps, no manual registration will be done that requires an employee to physically enter member information. Also no office space will be rented since employees will travel so much. Keeping employees in contact with each other and management is vital for ideas and suggestions, as such services like e-mail, chat, video-conferencing, and conference calls will be used extensively to keep everyone on the same page with the same message coming across the company. Google apps (Google, Google Apps) will be used for these services. The founder registered the company with Google over 5 years ago when it was still providing these services for free for small businesses up-to 50 employees. Got Track Days, Inc. will not have 50 employees during its first five year, but at that point that it does have more than 50 employees it will still continue to use Google because at a cost of either $50 or $120 per year per user it is a worthwhile investment compared to maintaining a server and administrator to handle such duties. This will provide a savings of over $70,000 per year.

We will use Google App Engine (Google, Google Cloud Platform) to host our website, database, and application services. At a cost of approximately $3000 per year for the first 4 years it is a savings of over $100,000 per year compared to purchasing server hardware and hiring an administrator. Lastly Google App Engine can grow as the companies needs grow and their rates will always be lower than maintaining servers and renting office space to house the servers. The speeds they provide for our members will also be faster than any office equipment could support.

## Future Products and Services

**Motorcycles and Go-kart racing:**

This area of track days is another huge market. The founder has not had any involvement in this type of events but he has multiple contacts of people who attend these events regularly. Once the company has worked out all the logistics needed for running events, getting into these other two formats will be easier because the format for events is similar but with a different target market. The go-kart market is mainly made up of young adults and to be able to get them started young so they can continue with the company as they mature and start driving cars or motorcycles as they get older.

**Regional expansion and International expansion subsidiary:**

Got Track Days, Inc. plans to expand regionally in years five through ten. A large majority of the US growth will come during this time with the company hiring many of its employees during this time to accommodate the expanded racetrack venues. By year 10 an international subsidiary will be created to expand internationally. This growth will be slower because of the new country laws and potential language barriers and expectations.

**Software subsidiary:**

Another area that the company will focus on is creating a subsidiary software company working on creating track statistic apps that our members can use to keep track of their performance on the track and that can be shared with friends and fellow drivers (either anonymously or not). Many drivers like to keep track of how they progress at the racetrack and like to be able to see their growth over time. We will use this technology to differentiate us from the competitors since none of them are offering such services.

**Travel arrangement subsidiary:**

Also a subsidiary company will be created after the company is providing events all over the county and internationally. This subsidiary can provide travel arrangements for drivers that want to attend events not in their home region (either in other parts of the US or globally). Partnering with them so that they are able to find the right dates that work for them and that match dates that we are organizing an event as well as putting them in contact with local travel agents who we partner with who can help them with hotels, airfare, etc…

**Vehicle rental subsidiary:**

Finally outside of the US we will create a subsidiary company that provides rentals of race cars to our members. If we find drivers who want to go to Japan or Europe to race on those foreign tracks, but are unable to take their own personal vehicles because costs are too prohibitive, this subsidiary will be able to organize the rental with the events we offer. This will provide access to those global racetracks that might not otherwise be available to our members.

# Market Analysis Summary

Got Track Days, Inc. primary target market is composed of 29 to 65 year old professionals with household incomes in excess of $75,000. The type of events that Got Track Days, Inc. holds are expensive and many of the drivers that come to these events have expendable income and are able to attend events during the standard work week. One local provider, Northern California Racing Club is the low cost provider among all the Northern California providers. They cater to many college students because of their low average pricing of $99-125 per event. Various other providers cater to the high end markets with pricing in the $199-$349 per event. Got Track Days, Inc. is focused in the middle of that pack. Our goal is to sway many of the drivers from the high end market to our events because of our focus on customer service and offering higher amounts of track time. Long term we also want to pursue the amateur racers.

## Market Segmentation

There are two segments of the market we will focus on initially. The first is the 29-65 year old professionals who have expendable income to be able to afford to go to the racetrack. Going to the racetrack is an expensive hobby with an event costs running on average $200. Then there is the additional $50-200 in fixed costs such as fuel, hotel, and food. Plus many events are held during the weekday so a vacation day is used by many drivers. Finally there is the wear and tear on the vehicle from driving it on the racetrack at high speeds. All these items add up so we feel this target market has the most potential to afford the events we organize.

A second is the amateur racing market. This market already spends money to participate in racing events, but they also need practice. Racing events can cost in excess of $500 so being able to attend less expensive events for practice is needed. These drivers must also practice at a variety of venues but very few providers organize events in various parts of the country. We will cater to these drivers to help them with scheduling, multiple event discounts, and consistency across all the venues.

## Market Needs

The market for track days has mainly been for people that have well-paying jobs or in the case of college students they have very low expenses because parents supplement their income. But many people who purchase their high horsepower vehicles are never given the opportunity to really see what their vehicles are capable off. 11,647 Chevrolet Corvettes were sold in 2012 (Cornett). Over 80,000+ Chevrolet Camaro’s were sold annually since 2010 (Wikipedia, Chevrolet Camaro (fifth generation)). Over 900,000 Mazda Miata’s have been sold since their introduction in 1993 (Constant). Sports cars or sporty models continue to be sold every year and various cars are able to go on the racetrack from Honda Civics, Mitsubishi Lancers, Mazda 3’s, Subaru Impreza’s, along with various other makes and models.

I’ve met many people who never knew that they could take their vehicle to world famous racetracks and drive at high speeds in a safe and legal environment. Currently word has not spread about this opportunity for drivers and Got Track Days, Inc. wants to be the leading force spreading that word and gaining more drivers for events that they organize.

Car manufacturers had the motto, “Race on Sunday, Sell on Monday” (Race on Sunday, Sell on Monday). Or like BMW says, “The Ultimate Driving Machine” when referring to their vehicles (BMW). They also continue to release vehicles with more horsepower and high top speeds. There are minivans that have more horsepower than sports cars from 10 years ago. Manufacturers would not be making these vehicles if people weren’t buying them. These high horsepower models are not the best-selling models, but they showcase the manufacturers and lead to trickling down of technology to even their economic vehicles. The buyers of these vehicles might not know that they can experience the full potential of their vehicles in events like ours.

## Market Trends

10 years ago attending track days was much more expensive than it is today. The majority of providers were charging over $299 per event with some as high as $450. By the time the economy crashed in March 2009 many providers stopped organizing events. The average prices also started coming down with events as low as $99 per event. Only a few providers were at this low price point (Northern California Racing Club and Extreme Speed Track Events). A large majority were in the $175-299 range making it more affordable for drivers who wanted to try their cars out on the racetrack. This pricing has stabilized at this price point over the past 4-5 years. There are over 20+ organizers in the Northern California region with the majority organizing on average 5-10 events per year.

## Market Growth

There is room for another provider. The most popular racetracks are booked almost 100% in 2012. In the Northern California region the prestigious racetrack Laguna Seca only has 2 days available for rental in 2013 all the other days have already been booked by various providers and race organization. Less prestigious racetracks like Thunderhill have 78 available days in 2013. Other racetracks like Reno-Ferneley also have 50+ days available for rental.

## Industry Analysis

There are over 400 racetracks in the world and there isn’t one provider who organizes events at more than 5 percent of those racetracks. See Appendix C for a list of racetracks. A few of these racetracks are used for professional race series such as NASCAR and Formula 1. Racing is also a very popular sport and has many spectators. NASCAR has over 75 million fans and continues growing (Odland). There are estimates that the TV audience for Formula 1 is around 600 million per race (Wikipedia, Formula One). It is unknown the percentage of fans who would love the opportunity to drive their own personal vehicles on some of the same racetracks that they see their favorite drivers race on.

## Industry Participants

The major participants are the racetracks who need to rent out their venue and the drivers who want to drive at these racetracks.

Some minor participants are automobile dealerships, and the automotive parts and aftermarket industries because many of the vehicles that participate in these events may have needs to upgrade their vehicles or repair them as parts wear out.

## Distribution Patterns

Registration for our events is done through our website and mobile apps exclusively. But we will partner with different websites, clubs, and magazines to drive people to our website.

1. Online car forums cater to enthusiasts who love their cars. There are various large forums with 1000’s to 10,000’s of members. Some of the larger forums are the Corvette forum ([www.corvetteforum.com](http://www.corvetteforum.com)) with over 110,000 registered members. The Subaru forum ([www.nasioc.com](http://www.nasioc.com)) with over 113,700 registered members.
2. We will also advertise with nationwide car clubs of performance vehicles. The Porsche Club of America ([www.pca.org](http://www.pca.org)) or the BMW Car Club of America ([www.bmwcca.org](http://www.bmwcca.org)). These clubs also cater to enthusiasts who love driving their cars like they were meant to be driven. Regional parts of these clubs ([www.svr-pca.org](http://www.svr-pca.org)) also hold driving events around the region and we will attend some of these events to spread the word about our company.
3. The final distribution will be through magazines that carter to amateur racers and enthusiasts. We will focus on the digital versions of these magazines since this is most expensive type of advertising and magazine sales in general are down 9.2% according to the Wall Street Journal (Wilkerson).

## Competitive Advantage

Our competitive advantage is that we are going to be customer focused and that we will make all venues available for our members. We will not be a local-only provider, we will organize events regionally, then state-wide, then nationwide, and finally global. We will provide the same standards wherever you go. We’ll make registration simple with straightforward pricing and no hidden fees. We will not be the lowest cost, but we will provide the best value for your track buck based on the full cost of attending an event.

We will use technology to keep costs down and this will be our full-time job. We will not be a hobby which is what many of the current providers are. We will try to use economies of scale by holding 30-50 events at each track annually providing us a discount at the individual racetracks.

## Main Competitors

Once we start holding our first events in 2014, we will be exclusively in the Northern California region. Our three main competitors are listed below.

* Northern California Racing Club – [www.ncracing.org](http://www.ncracing.org)
  + Northern California Racing Club is a major competitor because in the last 5 years it has gone from organizing 10-15 events to 30-40 events. They have also added a venue in Southern California. They are hitting a different target market then us because they are the low price leader. We will differentiate ourselves from them by offering more track time which is a big complaint that we heard about after attending some of their events. What they are able to do now because of all the events they hold is to reserve some of the better rental days in the Spring and Fall because they are renting so many events from the racetrack. We will be competing with them on the economies of scale battle.
* Hooked on Driving - [www.hookedondriving.com](http://www.hookedondriving.com)
  + HookedOnDriving is our second major competitor because they offer events in 6 regions and close to 100 events. They are the closest competitor that is trying to reach the same market that we are. They are not a low cost provider, they are in the high end market but they also offer instruction which helps bring first time people out to their events. Got Track Days, Inc. will look into offer instructors possibly in the future to get more first time drivers, but that is an initial market we will not be entering into to because it drives up expenses. They also have an easy registration process and straightforward pricing, but it is the highest pricing of all our competitors.
* TrackMasters Racing – [www.trackmasters-racing.com](http://www.trackmasters-racing.com)
  + TrackMasters Racing is the third major competitor who is targeting the same market we are. Their prices range from $155-$299 which is a little more than we are looking to charge. They also do not offer instructors. The founder of this club started organizing events since 1996 and started TrackMasters Racing in 2002. He has a lot of history in the Northern California region especially among the Porsche enthusiasts since both he and the Got Track Days, Inc. founder are both members of the local chapter of the Porsche club. The group of Porsche enthusiasts is also the same group of people that Got Track Days, Inc. is targeting so it will be a challenge to get them to attend events with us instead of TrackMasters Racing.
* Various other competitors
  + There are many other competitors that are much smaller than the three main competitors listed above. Some of those include:
    - The BMWCCA club of Northern California – [www.bmwcca.org](http://www.bmwcca.org)
    - The Golden Gate Lotus Club – [www.gglotus.org](http://www.gglotus.org)
    - The Diablo Region Porsche Club
    - The Golden Gate Porsche Club
    - The Audi Club
    - Various aftermarket tuner companies

# Strategy and Implementation Summary

Initially we will focus on expanding our customer base via excellent pricing, easy registration process, and renowned customer service. We will begin in the Northern California region because that is where the founder has spent all his personal track time getting to know the four local racetracks as well as attending multiple events with the three major competitors that Got Track Days, Inc. has.

We will spend our first 4 years growing this market, learning our customer needs and wants, and once we are able to meet those needs we will look to expand in other regions, specifically Southern California. Regions will be based upon the number of potential drivers that are found in particular regions as well as the number of racetracks within a 3 hour drive of each other. This will help us recruit new drivers as well as adding new employees who would live in a centrally located area within that region with access to all the racetracks.

## Marketing Strategy

Our marketing strategy will focus on technology and social networking. First will be our website and mobile apps which will be completed before our first event. The reason for this is because we want to make registration as simple as possible for our members. We want them to be able to find our events, register, and pay for them without having to involve a live person.

Next we will focus on using Facebook, Twitter, and Google+ to be able to announce our events and to get feedback from our members and any new potential members who would like to attend our events. With over 1 billion Facebook users and half a billion Twitter followers, we hope to be able to target those people who show interest in our company and events. This lets us tailor our message directly to the people who are interested as well as offering rewards for feedback we are able to put into our company.

Next we will frequent many of the existing car forums such as [www.i-club.com](http://www.i-club.com), [www.s2ki.com](http://www.s2ki.com), etc… to recruit new members and also to look for feedback and conduct surveys about what those registered members would prefer to see in a track day organizer. We need to go to the people who are actually attending events so that we can start tailoring our events to match what members are asking for.

By the third year we will begin to attend car club meetings such as the Porsche club, Subaru club, BMW club, etc… with vehicles that have our logos and stickers on them. The founder drives both a Subaru and a Porsche and he plans on having those vehicles wrapped with logos and stickers of the company. The founder already attends events such as these but he will also use that opportunity to spread the word out about his company and what we are trying to do. We will also tell them about the value we provide and how our customer service stands second to none in our industry.

By year five we will look into advertising in some of the grassroots motorsports magazines as well as turner magazines, focusing on the digital editions of said magazines. This will let us target some of the amateur racers who read these magazines so they can see the value we provide that will help them get more practice in to help them in their careers. We can also look into sponsoring some of these drivers that attend our events so that our company name can be seen at these amateur races that they participate in.

## Pricing Strategy

We will not be the low cost provider. We are looking to hit the middle market providing more track time for your track buck. What most people don’t realize is that the low cost providers have $5-25 hidden fees (PayPal, membership) and many times you might get a low per event cost, but you also get minimal time on the track. Fixed costs are the same for all providers. When you take into account more time on the track it can get distributed across the fixed costs and the event costs. We will charge more per event, but we will also provide more track time so the rates per minute might be close to the low price leader, but if you take into account the hidden fees and the fixed costs (hotel, gas to and from the track, food) we are actually a better value. We won’t compete with the high end providers either because they provide instructors which their event fees must cover. We don’t have any instructors at this time and many drivers are not looking for instructors at the track every single time they go to the track. They want them maybe 1 out of 5 times. They prefer seat time over instructors until a certain time. The overhead for instructors is too great. In the future we will look into providing instructors so that we can target first time drivers as well as drivers that want to get to the next level.

Below are the fees it would cost us to rent the track for 1 day at five California racetracks. This is a midweek event during non peak time periods such as February, March, October, and November.

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
|  | Track Rental Fees - midweek off season | | |  |  |
|  |  |  |  |  |  |
|  | **Thunderhill** | **Reno-Fernley** | **ButtonWillow** | **Sears Point** | **Laguna Seca** |
| Track Rent | $5,000.00 | $2,500.00 | $4,500.00 | $9,700.00 | $8,000.00 |
| $5 mil insurance policy: | $1,000.00 | $500.00 | $1,100.00 | $1,100.00 | $1,100.00 |
| Ambulance: | $1,080.00 | $1,250.00 | $1,350.00 | $1,180.00 | $1,300.00 |
| Track supervisor: | $250.00 | $0.00 | $0.00 | $0.00 | $200.00 |
| Security: | $200.00 | $0.00 | $0.00 | $600.00 |  |
| Communication line: |  |  |  |  | $100.00 |
| Public address system: | $300.00 | $0.00 | $100.00 | $0.00 | $0.00 |
| Radios: |  |  | $180.00 | $0.00 | $0.00 |
| Emergency/Fire support: | $120.00 | $0.00 | $700.00 | $1,250.00 | $1,800.00 |
| Electrical | $125.00 | $0.00 | $0.00 | $0.00 | $0.00 |
| Corner workers: | $780.00 | $1,200.00 | $1,000.00 | $3,000.00 | $700.00 |
| Control: | $180.00 | $0.00 | $0.00 | $0.00 | $0.00 |
| Misc | $50.00 | $0.00 | $0.00 | $0.00 | $0.00 |
| Damages |  |  |  |  |  |
| Tow Standby | $120.00 | $0.00 | $250.00 | $0.00 | $800.00 |
| Building access | $150.00 | $0.00 | $0.00 | $0.00 | $0.00 |
| Gate fee |  |  | $900.00 |  |  |
| 45 additional people |  | $3,000.00 |  |  |  |
| **Subtotal:** | $9,355.00 | $8,450.00 | $10,080.00 | $16,830.00 | $14,000.00 |
|  |  |  |  |  |  |
| # of drivers | 60 | 60 | 60 | 60 | 60 |
| cost per driver | **$155.92** | **$140.83** | **$168.00** | **$280.50** | **$233.33** |
| Total made for event | $9,355.00 | $8,450.00 | $10,080.00 | $16,830.00 | $14,000.00 |
|  |  |  |  |  |  |
| # of drivers | 90 | 90 | 90 | 90 | 90 |
| cost per driver | $155.92 | $140.83 | $168.00 | $280.50 | $233.33 |
| Total made for event | $14,032.50 | $12,675.00 | $15,120.00 | $25,245.00 | $21,000.00 |
| Net profit | $4,677.50 | $4,225.00 | $5,040.00 | $8,415.00 | $7,000.00 |

We want to make 60 drivers per event our break-even point for the cost of the event. The maximum number of drivers we would have per event is 90. Above you can see the net profit before employee costs, gas, etc… per event. At the three race tracks Thunderhill, Reno-Fernley, and ButtonWillow, our pricing is below that of our two major competitors and only Northern California Racing is lower by about 20% but they also have about 30% more drivers which cuts down track time by about 25% compared to our events. Taking into account fixed costs we are able to adjust our pricing upwards since we are not looking to be the low cost leader. The other two racetracks our pricing is higher than the competitors but our net profit is also higher. We will change this by lowering our price. The reason we will do this is because we want to be competitive yet we still want to make a reasonable profit. What this means is that our break-even point must be raised to 60 or 70 drivers, yet our maximum number of drivers will still be 90. This again puts us lower in price or in the same range as our competitors but it requires us to get a higher minimum of drivers which if we don’t make the minimum could cause us to lose money for the events.

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
|  | **Thunderhill** | **Reno-Fernley** | **ButtonWillow** | **Sears Point** | **Laguna Seca** |
| **Subtotal:** | $9,355 | $8,450 | $10,080 | $16,830 | $14,000 |
|  |  |  |  |  |  |
| # of drivers | 60 | 60 | 60 | 70 | 65 |
| cost per driver | **$156** | **$141** | **$168** | **$240** | **$215** |
| Total made for event | $9,355 | $8,450 | $10,080 | $16,830 | $14,000 |
|  |  |  |  |  |  |
| # of drivers | 90 | 90 | 90 | 90 | 90 |
| cost per driver | $156 | $141 | $168 | $240 | $215 |
| Total made for event | $14,033 | $12,675 | $15,120 | $21,600 | $19,350 |
| Net profit | $4,678 | $4,225 | $5,040 | $4,770 | $5,350 |
| if only 85% sold | $2,573 | $2,324 | $2,772 | $1,530 | $2,448 |
|  |  |  |  |  |  |
| **Sales Forecast** | Year 1 | Year 2 | Year 3 | Year 4 | Year 5 |
| # of events | 0 | 15 | 50 | 150 | 165 |
| Revenue | $0 | $248,333 | $827,775 | $2,483,325 | $2,731,658 |
| Net profit on all sold out events | $0 | $72,188 | $240,625 | $721,875 | $794,063 |
| Assume only 85% sold | $0 | $34,938 | $116,459 | $349,376 | $384,314 |

We believe this is the strategy that will work for us. We need to compare our value versus our competitors and we need to show how our per-minute on the track is higher than our competitors when taking in overall cost.

## Promotion Strategy

We plan to have many promotions to get our members to continue to attend events with us. We want them to register for as many events as possible every year and if we can become their sole provider we are willing to give them a lower event fee. Word of mouth is big in this industry. Many times people who have never attended an event will ask their friends who has organized events that they have attended. There is nothing like a personal recommendation to put people at ease when attending events for the very first time. Because of this we will focus on these types of promotions.

* If you purchase an annual track pack you will get a 5-20% discount on every event you attend if paid annually. The discount is dependent on the size of the track pack you purchase.
* If you attend 9 events annually get the 10th free.
* If you refer a friend, both you and your friend a discount on your next event.
* Money back guarantee (if you don’t like the way we run an event we will give you your money back, but you have to request it within the first 2 sessions at the race track) not after a full day of driving.
* Member appreciation days that are either discounted or free depending on how many events you attended that year.

## Sales Forecast

There are a variety of regions throughout the country that have 2-4 race tracks within a 3 hour distance. Northern California is one such region. We have 4 racetracks within 3 hours of each other (Laguna Seca – Monterey, Sears Point – Sonoma, Reno Fernley – Fernley, NV, Thunderhill – Willows). Each of those racetracks may have 50-100 days where they hold a professional race event, but that leaves over 265-315 days where they rent the track to clubs, providers, or driving schools like Skip Barber. That would mean there are about 1060-1260 days available for rental across the 4 Northern California race tracks. Our sales forecast for the first years are to organize 15 events by the end of year 2, 50 events by the end of year 3, and 150 events by the end of year 4 which would be about 12-15% of all events that are held in Northern California.

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **Sales Forecast** | Year 1 | Year 2 | Year 3 | Year 4 | Year 5 |
| # of events | 0 | 15 | 50 | 150 | 165 |
| Race Track Rental cost | $0 | $176,145 | $587,150 | $1,761,450 | $1,937,595 |
| Revenue @ 100% | $0 | $248,333 | $827,775 | $2,483,325 | $2,731,658 |
| Revenue @ 85% | $0 | $211,083 | $703,609 | $2,110,826 | $2,321,909 |
| Net profit on all sold out events | $0 | $72,188 | $240,625 | $721,875 | $794,063 |
| Net profit on 85% sold out events | $0 | $34,938 | $116,459 | $349,376 | $384,314 |

If we base our revenue and net profit on only selling 85% of our slots per event, the above shows that we can still hold a positive net profit. Three full-time employees would be needed to run 150 events per year, so their salaries would be taken out of that net profit.

## Milestones

Our goals are as follows:

15 events held by the end of year 2.

50 events held by the end of year 3.

150 events held by the end of year 4.

150 events held + 15 additional days in the Southern California region by the end of year 5.

# Management Summary

Got Track Days, Inc. will be a C Corporation based out of Nevada. But it will run like a small entrepreneurial company where employees take pride in the work they do. Employees will become part owners of the company so as to have them committed in seeing the company become global and profitable. Our employees will always come first, then our members who attend our events.

## Organizational Structure

Initially the founder will play many roles from daily management of the company through all the technology resourcing/outsourcing that is needed. Also he will play a role in marketing and sales. The CFO will handle the accounting and working with a CPA firm and law firm to make sure all the paperwork is filed correctly and all taxes and fees are accounted for and paid.

## Management Team

Juan Calderon – CEO and CTO

Evelyn Calderon-Yee – CFO

No outside board of directors will be brought in initially. After year five when expansion begins, a board of directors that are from technology and global industries may be brought in to help with expansion into other parts of the country and the world.

## Management Team Gaps

CMO who can expand our reach to multiple regions and multiple venues

CTO to take over for the CEO/CTO to expand into the mobile app arena get us the talent that we need to create apps targeted at drivers progress at the race track.

HR – we need to find an outside firm such as Hewitt or ADP to run our HR services including benefits and payroll. Our company will be too small to have a need for an in-house HR service.

## Personnel Plan

3 people are needed to run each event. The majority of team members will be customer service oriented where they need to be able to focus on provide excellent customer service to all of our members who attend our events. Through year five, we would only have 3 additional employees plus the CEO/CTO and CFO. HR and tech support will be outsourced as part of the billing of our Google Apps Engine to a contract company that has yet to be decided. As we expand regionally and globally we would then hire 2-3 technical employees who would develop and adapt our registration and search functionality to continue to work both in the US and globally.

**Personnel Plan:**

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
|  |  |  | Customer Service part time | Customer Service full time | Customer Service full time |
| Personnel Plan | Year 1 | Year 2 | Year 3 | Year 4 | Year 5 |
| CEO | $0 | $10,000 | $20,000 | $40,000 | $50,000 |
| CFO | $0 | $10,000 | $20,000 | $40,000 | $50,000 |
| Customer Service Lead | N/A | N/A | $20,500 | $41,000 | $43,050 |
| Customer Service | N/A | N/A | $12,480 | $24,960 | $26,208 |
| Customer Service | N/A | N/A | $12,480 | $24,960 | $26,208 |
| Total employee costs | $0 | $20,000 | $85,460 | $170,920 | $195,466 |
| include benefit costs, taxes, social security, at 35% | $0 | $27,000 | $115,371 | $230,742 | $263,879 |
|  |  |  |  |  |  |
| Assume only 85% sold | $0 | $34,938 | $116,459 | $349,376 | $384,314 |
| Total employee costs | $0 | $27,000 | $115,371 | $230,742 | $263,879 |
| Left for other expenses | $0 | $7,938 | $1,088 | $118,634 | $120,435 |
|  |  |  |  |  |  |

If we look at the Personnel Plan table above, we see that we don’t have any customer service employees until year three and they are only part time. Starting year four we will have three customer service employees working full time. According to Joseph Hadizma, the average cost for employee benefit plans, taxes, social security, etc… is 25-40% on top of their base pay (Hadzima). We took 35% on top of the base salary we can estimate how much profit is left for legal, HR, technology outsourcing, based on net profit of 85% sold events. We don’t have much left over during year 2 and 3, but starting year four we have money to reinvest in the company which will be needed since deposits of 25% will be required at the beginning of the year once rental dates are booked.

# Financial Plan

Below are some of the important financial numbers and plans that Got Track Days, Inc. is working with and basing many of their calculations on.

## Important Assumptions

One important assumption is that the founder will be providing the money need during the first 4 years to get Got Track Days, Inc. off the ground. In year 1 he will provide the company with equipment that is needed by the CEO/CTO and the CFO. He will also put in an initial investment of $150,000. For years 2-4 the CEO will provide an additional $50,000 annually for initial deposits that will be needed for reserving the rental dates for each year.

## Break-even Analysis

A large majority of our yearly costs are in deposits that must be made to the racetracks to reserve all of the annual events. Deposit fees are 25% of the total rental fee. The funding that the founder will provide along with extra funding from friends and family will cover these deposits that are made to the racetracks. Each year after all the payments are received, deposit amounts get carried over to the following year to cover deposits because there will be more events every year. The table below shows how much is needed at the beginning of each year. The funding the founder makes must cover these deposits because the company won’t see a net profit until after year 4 completes because of employee costs, accounts payable, taxes, etc… Got Track Days, Inc. will also need to negotiate with the racetracks to lessen the deposit requirements especially considering the number of events the company will hold at each racetrack.

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
|  | Year 1 | Year 2 | Year 3 | Year 4 | Year 5 |
| Annual racetrack costs | $0 | $176,145 | $587,150 | $1,761,450 | $1,937,595 |
| **Deposit Needed** | **$0** | **$44,036** | **$146,788** | **$440,363** | **$484,399** |
| Annual net profit | $0 | $7,938 | $1,088 | $118,634 | $120,435 |
| Founders funding/loan | $150,000 | $50,000 | $50,000 | $50,000 | $0 |
| Funding from friends/family | $0 | $0 | $0 | $150,000 | $0 |
| **Running total available for deposits** | **$0** | **$200,000** | **$250,000** | **$450,000** | **$450,000** |

## Projected Profit and Loss

Payroll expense is low the first 2 years because the CEO and CFO will not be paid in year 1 and in year 2 they will make only $10,000 per year. Employees are hired part-time in year three and costs go up to $85,460 for the year. This amount takes into account benefits, social security, and employee taxes.

**Rent Expense:** There will be no rental expense in the first 5 years.

**Marketing expense:** This will be limited the first 4 years because the majority of advertising will be online with the employees performing the majority of these tasks to spread the word about the company and what we do and stand for. In year 5 because we will be expanding into a new region we will take some of our profits and spend $50,000 to help advertise in our new market in Southern California.

**Insurance Expense**: Insurance is included in the individual racetrack rental costs.

**Taxes**: Employee taxes are taken into account under employee costs. Because there is minimal to negative profits until year 4 and then those profits will be expensed for marketing and technology expenses so taxes will be minimized through year 5.

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **Pro Forma Profit and Loss** |  |  |  |  |  |
|  | Year 1 | Year 2 | Year 3 | Year 4 | Year 5 |
| **Sales** | $0 | $211,083 | $703,609 | $2,110,826 | $2,321,909 |
| Direct costs of Sales | $0 | $176,145 | $587,150 | $1,761,450 | $1,937,595 |
| Other Production Expenses | $0 | $0 | $0 | $0 | $0 |
| **Total Costs of Sales** | $0 | $176,145 | $587,150 | $1,761,450 | $1,937,595 |
| Gross Margin | $0 | $34,938 | $116,459 | $349,376 | $384,314 |
| Gross Margin % | 0% | 17% | 17% | 17% | 17% |
| **Expenses** |  |  |  |  |  |
| Payroll | $0 | $20,000 | $85,460 | $170,920 | $195,466 |
| Sales and Marketing | $4,000 | $4,000 | $4,000 | $50,000 | $50,000 |
| Depreciation | $1,200 | $1,200 | $1,200 | $1,200 | $1,200 |
| Leased Equipment | $0 | $0 | $0 | $0 | $0 |
| Utilities | $0 | $0 | $0 | $0 | $0 |
| Insurance | $3,000 | $3,000 | $3,000 | $3,000 | $3,000 |
| Rent | $0 | $0 | $0 | $0 | $0 |
| Payroll Taxes | $0 | $3,000 | $12,819 | $25,638 | $29,320 |
| Benefits | $0 | $4,000 | $17,092 | $34,184 | $39,093 |
| **Total Operating Expenses** | $8,200 | $35,200 | $123,571 | $284,942 | $318,079 |
| Profit before Interest and Taxes | -$8,200 | -$262 | -$7,112 | $64,434 | $66,235 |
| EBITDA | -$7,000 | $938 | -$5,912 | $65,634 | $67,435 |
| Interest Expense | $0 | $0 | $0 | $0 | $0 |
| Taxes Incurred | $0 | $0 | $0 | $15,647 | $16,076 |
| **Net Profit** | $0 | $0 | $0 | $48,787 | $50,158 |
| **Net Profit/Sales** | 0.00% | 0.00% | 0.00% | 2.31% | 2.16% |

# Success Indicators

The success indicators are as follows.

1. Reaching our sales goal per event: We based many of our financial calculations on selling our events to 85% capacity. We will measure our success by how far above and beyond we can sell the events. The further above our capacity that we can reach will allow us to expand earlier and further. The net profit from selling events beyond that goal is above our contribution margin which allows us to reinvest the money into the company to reserve more rental days every year. We need volume to continue to grow if we want to continue to grow the company.
2. Organizing more events per year: If we are able to surpass the goals we set of 15 events in year 2, 50 events in year 3, 150 events in year 4, and 165 events in year 5 we will be able to confirm that our events are successful and we are making the right connections with the racetracks we work with. The first two indicators tie together because unless we reach our sales goals per event, then we have no reason to expand the number of events because we want to sell out events before putting on more events.
3. Customer satisfaction: We want less than 3% of our customers to ask for a money back guarantee refund. If we get more than 3% that means we are doing something incorrectly at our events which causes us to lose money and tarnishes our brand.
4. Return rate: We want a return rate of 75% because we want our drivers to continue to come back and drive with us and not the competition. We will be able to track how many drivers continually join us month after month and year after year.
5. Number of events per driver: We want drivers to drive with us for more than 50% of their events. So if one of our dates doesn’t fit into our customers schedule we don’t want them to go to our competitors. Instead we want to offer more dates when possible to be able to accommodate as many schedules as possible. If we can get drivers to come to our events for more than 50% of all their annual events then they can spread their remaining 50% of events across all the remaining competitors. We prefer them to drive with us exclusively but initially we will set our goal lower.
6. The most important is employee attrition: We want our employees to be with us long term and we don’t want to lose more than 5% of our workforce. We will work hard to keep employees happy, motivated, and driven to make this company succeed. Our benefits package, pay, and company stock will be used to help ensure this. If our own employees don’t love our company how can we expect our customers to love who we are and what we do.

# Appendix

1. **Track Day Calculator – Example 2**

|  |  |  |  |
| --- | --- | --- | --- |
|  | **Track Day Calculator** | | |
|  |  |  |  |
|  | gotTrackDays | Sample Competitor | Your numbers |
| Event cost | $180.00 | $125.00 | $125.00 |
| PayPal Fees | $0.00 | $6.00 | $6.00 |
| Membership fees | $0.00 | $30.00 | $0.00 |
| Total Event Cost | $180.00 | $161.00 | $131.00 |
|  |  |  |  |
| Miles to/from event | 214 | 214 | 214 |
| MPG | 20 | 20 | 20 |
| Avg. price per gallon | $3.99 | 3.99 | 3.99 |
| Fuel cost | $42.69 | $42.69 | $42.69 |
|  |  |  |  |
| Hotel | $75.00 | $75.00 | $75.00 |
| Food | $15.00 | $15.00 | $15.00 |
| Vacation day | $0.00 | $0.00 | $0.00 |
| Total Fixed Costs | $90.00 | $90.00 | $90.00 |
|  |  |  |  |
| **Cost per minute on track (event costs only)** | | | |
| Total Event Cost | $180.00 | $161.00 | $131.00 |
| # of minutes on track | 140 | 105 | 105 |
| **cost per track minute** | **$1.29** | **$1.53** | **$1.25** |
|  |  |  |  |
| **Cost per minute on track (including fixed costs)** | | | |
| Total Event Cost | $180.00 | $161.00 | $131.00 |
| Total Fixed Costs | $132.69 | $132.69 | $132.69 |
|  |  |  |  |
| # of minutes on track | 140 | 105 | 105 |
| **cost per track minute** | **$2.23** | **$2.80** | **$2.51** |

1. **Track Day Calculator – Example 3**

|  |  |  |  |
| --- | --- | --- | --- |
|  | **Track Day Calculator** | | |
|  |  |  |  |
|  | gotTrackDays | Sample Competitor | Your numbers |
| Event cost | $180.00 | $125.00 | $125.00 |
| PayPal Fees | $0.00 | $6.00 | $6.00 |
| Membership fees | $0.00 | $30.00 | $0.00 |
| Total Event Cost | $180.00 | $161.00 | $131.00 |
|  |  |  |  |
| Miles to/from event | 214 | 214 | 214 |
| MPG | 20 | 20 | 20 |
| Avg. price per gallon | $3.99 | 3.99 | 3.99 |
| Fuel cost | $42.69 | $42.69 | $42.69 |
|  |  |  |  |
| Hotel | $75.00 | $75.00 | $75.00 |
| Food | $15.00 | $15.00 | $15.00 |
| Vacation day | $96.00 | $96.00 | $96.00 |
| Total Fixed Costs | $186.00 | $186.00 | $186.00 |
|  |  |  |  |
| **Cost per minute on track (event costs only)** | | | |
| Total Event Cost | $180.00 | $161.00 | $131.00 |
| # of minutes on track | 140 | 105 | 105 |
| **cost per track minute** | **$1.29** | **$1.53** | **$1.25** |
|  |  |  |  |
| **Cost per minute on track (including fixed costs)** | | | |
| Total Event Cost | $180.00 | $161.00 | $131.00 |
| Total Fixed Costs | $228.69 | $228.69 | $228.69 |
|  |  |  |  |
| # of minutes on track | 140 | 105 | 105 |
| **cost per track minute** | **$2.92** | **$3.71** | **$3.43** |

1. **List of racetracks around the world,** [**http://www.roadandtrack.com/racing/racing-news/satellite-track-maps-from-around-the-world**](http://www.roadandtrack.com/racing/racing-news/satellite-track-maps-from-around-the-world)

|  |  |
| --- | --- |
| **Argentina** |  |
| ● Allen Auto Moto Club | ● Autódromo Municipal "Ciudad de Avellaneda" |
| ● Argentino Atletico Club | ● Autódromo Oscar Alfredo Gálvez |
| ● Autódromo Aldea Romana de Bahía Blanca | ● Autódromo Oscar Cabalén |
| ● Autódromo Ciudad de Concordia | ● Autódromo Parque Ciudad de Río Cuarto |
| ● Autódromo Ciudad de General Roca | ● Autódromo Roberto Hirch de Miramar |
| ● Autódromo Ciudad de Mar del Plata | ● Autódromo Rosamonte de la Ciudad de Posadas |
| ● Autódromo Ciudad de Nueve de Julio | ● Autódromo Rubén Luis Di Palma |
| ● Autódromo Ciudad de Paranál | ● Autódromo San Jorge |
| ● Autódromo Ciudad de Rosario | ● Autódromo San Martin |
| ● Autódromo Ciudad de Salta | ● Autódromo Santa Rosa |
| ● Autódromo de Pigüé | ● Autódromo Santiago Yaco Guarnieri |
| ● Autódromo de San Luis | ● Autódromo Trelew |
| ● Autodrómo El Zonda - Eduardo Copello | ● Autódromo Viedma |
| ● Autódromo Estancia Chica | ● Automóvil Club Comodorio Rivadavia |
| ● Autódromo General San Martin | ● Automóvil Club Oberá |
| ● Autódromo Ing. Juan R. Báscolo | ● Ciudad de San Rafael |
| ● Autódromo Juan Manuel Fangio | ● Ciudad de Tucumán |
| ● Autódromo Juan Oria | ● Fundación Autódromo Ciudad de la Plata |
| ● Autódromo Las Flores | ● Gran Autódromo Sudamericano |
|  |  |
| **Australia** |  |
| ● Adelaide International Raceway | ● Melbourne Grand Prix Circuit |
| ● Barbagallo Raceway Wanneroo | ● Morgan Park Raceway |
| ● Baskerville Raceway | ● Mount Panorama Motor Racing Circuit |
| ● Broadford Track | ● Oran Park Raceway |
| ● Calder Park Raceway | ● Phillip Island Circuit |
| ● Clipsal 500 Adelaide | ● Queensland Raceway |
| ● Eastern Creek Raceway | ● Sandown International Motor Raceway |
| ● Hidden Valley Raceway | ● Surfers Paradise Street Circuit |
| ● Lakeside Park | ● Symmons Plains Raceway |
| ● Mallala Motor Sport Park | ● Wakefield Park Circuit |
| ● McNamara Park | ● Winton Raceway |
|  |  |
| **Austria** |  |
| ● A1-Ring | ● IGMS Salzburgring |
|  |  |
| **Bahrain** |  |
| ● Bahrain International Circuit |  |
|  |  |
| **Belgium** |  |
| ● Circuit de Spa-Francorchamps | ● Circuit Zolder |
|  |  |
| **Brazil** |  |
| ● Autódromo de Guaporé | ● Autódromo Internacional de Orlando Moura |
| ● Autódromo de Interlagos Jose Carlos Pace | ● Autódromo Internacional de Santa Cruz do Sul |
| ● Autódromo Internacional Ayrton Senna | ● Autódromo Internacional de Tarumã |
| ● Autódromo Internacional de Cascavel | ● Autódromo Internacional Nélson Piquet |
| ● Autódromo Internacional de Curitiba | ● Autódromo Internacional Virgíllio Távora |
| ● Autódromo Internacional de Goiânia | ● Autódromo Nélson Piquet |
|  |  |
| **Canada** |  |
| ● Atlantic Motorsport Park | ● Honda Indy Toronto |
| ● Autodrome Saint-Eustache | ● Mecaglisse Motorsport Complex |
| ● Autodrome St-Félicien | ● Mission Raceway Park |
| ● Calabogie Motorsports Park | ● Mosport International Speedway |
| ● Cayuga Speedway | ● Race City Motorsport Park |
| ● Circuit Gilles Villeneuve | ● Sanair |
| ● Circuit Mont Tremblant | ● Shannonville Motorsports Park |
| ● Grand Prix de Trois-Riviéres | ● Toronto Motorsports Park |
| ● Honda Indy Edmonton |  |
|  |  |
| **China** |  |
| ● Beijing Circuit | ● Shanghai International Circuit |
| ● Goldenport Motor Park | ● Shanghai Tianma Circuit |
| ● Guia Circuit | ● Zhuhai International Circuit |
|  |  |
| **Croatia** |  |
| ● Automotodrom Grobnik |  |
|  |  |
| **Czech Replugic** |  |
| ● Autodrom Most | ● Brno Circuit |
|  |  |
| **Denmark** |  |
| ● FDM Jyllands-Ringen |  |
| ● Padborg Park | ● Ring Djursland |
|  |  |
| **Dominican Republic** |  |
| ● Autódromo Internacional de Las Americas |  |
|  |  |
| **El Salvador** |  |
| ● El Jabali |  |
|  |  |
| **Estonia** |  |
| ● Audru Ring | ● Volkswagen City Circuit |
|  |  |
| **Finland** |  |
| ● Ahveniston Moottorirata | ● Keimola Motor Stadium |
| ● Botniaring | ● Kemoran Moottorirata |
| ● Circuit Alastaro | ● Motopark Raceway |
|  |  |
| **France** |  |
| ● Circuit d'Albi | ● Circuit des Remparts d'Angoulême |
| ● Circuit de Bordeaux-Mérignac | ● Circuit du Val de Vienne |
| ● Circuit de Croix-en-Ternois | ● Circuit Dijon-Prenois |
| ● Circuit de Folembray | ● Circuit Pau Arnos |
| ● Circuit de Lédenon | ● Circuit Paul Ricard High Tech Test Track |
| ● Circuit de Lézennes | ● Circuit Regional Automobile |
| ● Circuit de Lohéac | ● L'Anneau du Rhin |
| ● Circuit de Montagne d'Auvergne | ● L'autodrome de Linas-Montlhéry |
| ● Circuit de Nevers Magny-Cours | ● Le Mans |
| ● Circuit de Pau | ● Pôle Mécanique Alès en Cévennes |
| ● Circuit de Paul Armagnac |  |
|  |  |
| **Georgia** |  |
| ● Rustavi Ring |  |
|  |  |
| **Germany** |  |
| ● Euro Speedway Lausitz | ● Nürburgring |
| ● Hockenheimring | ● Porsche Leipzig |
| ● Motorsport Arena Oschersleben | ● Sachsenring |
| ● Norisring | ● Spreewaldring Training Center |
|  |  |
| **Greece** |  |
| ● Megara Race Track | ● Sports Center of Omonia |
|  |  |
| **Hungary** |  |
| ● Euro-Ring | ● Pannonia-Ring |
| ● Hungaroring Sport |  |
|  |  |
| **India** |  |
| ● Irungattukottai Race Track | ● Kari Motor Speedway |
|  |  |
| **Indonesia** |  |
| ● Sentul International Circuit |  |
|  |  |
| **Ireland** |  |
| ● Mondello Park International Racing Circuit | ● Phoenix Park |
|  |  |
| **Italy** |  |
| ● Adria International Raceway | ● Autodromo Internazionale Enzo e Dino Ferrari |
| ● Autodromo del Levante | ● Autodromo Nazionale Monza |
| ● Autodromo dell'Umbria-Magione | ● Autodromo Riccardo Paletti |
| ● Autodromo di Pergusa | ● Circuito di Balocco |
| ● Autodromo di Vallelunga | ● Fiorano Circuit |
| ● Autodromo Internazionale del Mugello | ● Misano World Circuit |
|  |  |
| **Japan** |  |
| ● Autopolis | ● Nihonkai Maze Circuit |
| ● Central Circuit | ● Nishi Sendai Hi-land Raceway |
| ● Ebisu Circuit | ● Okayama International Circuit |
| ● Fuji International Speedway | ● Sports & Safety Riding Field |
| ● Hokkaido Speed Park | ● Sugo Land Circuit |
| ● Honda Safety & Riding Plaza Kyushu | ● Suzuka International Racing Course |
| ● Inagawa Circuit | ● Tokachi International Speedway |
| ● Mine Circuit | ● Tsukuba Circuit |
| ● Nakayama Circuit | ● Twin-Ring Motegi |
| ● Nasu Motorsports Land |  |
|  |  |
| **South Korea** |  |
| ● Changwon Grand Prix | ● Samsung Everland |
|  |  |
| **Latvia** |  |
| ● Bikernieki |  |
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| **Lithuania** |  |
| ● Katsergiene |  |
|  |  |
| **Malaysia** |  |
| ● Johor Circuit | ● Sepang International Circuit |
|  |  |
| **Mexico** |  |
| ● Autódromo Aguascalientes | ● Autódromo Hermanos Gallo |
| ● Autódromo Bosques del Angel | ● Autódromo Hermanos Rodríguez |
| ● Autódromo de Chihuahua | ● Autódromo Internacional Bernardo Obregón |
| ● Autódromo de León | ● Autódromo Internacional de Zacatecas |
| ● Autódromo de Monterrey | ● Autódromo Internacional Miguel E. Abed |
| ● Autódromo de Pachuca | ● Autódromo Querétaro |
| ● Autódromo de San Luis Potosi | ● Fundidora Park Raceway |
| ● Autódromo de Sonora | ● Tangamanga Speedway |
| ● Autódromo Francisco Villa |  |
|  |  |
| **Monaco** |  |
| ● Monte Carlo |  |
|  |  |
| **Namibia** |  |
| ● Tony Rust Race Track |  |
|  |  |
| **Netherlands** |  |
| ● Circuit Park Zandvoort | ● TT Circuit Assen |
| ● Duincircuit van Rockanje |  |
|  |  |
| **New Zealand** |  |
| ● Manfeild Park | ● Taupo Raceway |
| ● Pukekohe Park | ● Teretonga Park |
| ● Powerbuilt Tools International Raceway | ● Timaru International Motor Raceway |
|  |  |
| **Noway** |  |
| ● Arctic Circle Raceway | ● Rudskogen Motorsenter |
|  |  |
| **Philippines** |  |
| ● Batangas Racing Circuit | ● Subic International Raceway |
| ● Carmona Racing Circuit |  |
|  |  |
| **Poland** |  |
| ● Tor Kielce | ● Tor Poznan |
|  |  |
| **Portugal** |  |
| ● Associação Desporto Automóvel de Vila do Conde | ● Circuito do Estoril |
| ● Circuito de Velocidade Vasco Sameiro |  |
|  |  |
| **Puerto Rico** |  |
| ● Pista de Salinas | ● Ponce International Speedway Park |
|  |  |
| **Qatar** |  |
| ● Losail International Circuit |  |
|  |  |
| **Serbia** |  |
| ● Beranovac |  |
|  |  |
| **Singapore** |  |
| ● Marina Bay Circuit |  |
|  |  |
| **South Africa** |  |
| ● Aldo Scribante Race Circuit | ● Mercedes-Benz Grand Prix Circuit |
| ● Blue Circle Raceway | ● Phakisa Freeway |
| ● Durban Circuit | ● Rack-Rite Raceway |
| ● Killarney Circuit | ● WesBank Raceway |
| ● Kyalami Racing Circuit | ● Zwartkops International World of Motoring |
|  |  |
| **Spain** |  |
| ● Ascari Race Resort | ● Circuito de Almeria |
| ● Circuit d'Alcarràs | ● Circuito de Guadix |
| ● Circuit de Catalunya | ● Circuito de Jerez |
| ● Circuit de la Comunitat Valenciana Ricardo Tormo | ● Circuito de Velocidad de Calafat |
| ● Circuito Albacete | ● Circuito de Velocidad de Cartagena |
| ● Circuito de Alcañiz | ● Circuito del Jarama |
|  |  |
| **Sweden** |  |
| ● Anderstorp Raceway | ● Linköpings Motorstadion |
| ● Björkvikring | ● Mantorp Park Motorbana |
| ● Falkenbergs Motorbana | ● Midlanda Motor Park |
| ● Gotland Ring | ● Ring Knutstorp |
| ● Karlskoga Motorstadion | ● Scandinavian Raceway Nostalgia |
| ● Kinnekulle Ring | ● Sturup Raceway |
|  |  |
| **Thailand** |  |
| ● Bira International Circuit | ● Nakhonchaisri Motor Sport Complex |
|  |  |
| **Turkey** |  |
| ● Istanbul Park Circuit | ● Izmir-Pinabashi Circuit |
|  |  |
| **United Arab Emirates** |  |
| ● Dubai Autodrome | ● Yas Marina Circuit |
|  |  |
| **United Kingdom** |  |
| ● Aghadowey Race Circuit | ● Knockhill Racing Circuit |
| ● Aintree Racecourse | ● Llandow Circuit |
| ● Anglesey Circuit | ● Lydden International Motor Racing Circuit |
| ● Arena-Essex Raceway | ● Mallory Park |
| ● Bedford Autodrome | ● Oulton Park Circuit |
| ● Brands Hatch Circuit | ● Pembrey Circuit |
| ● Cadwell Park Circuit | ● Prescott Speed Hill Climb |
| ● Castle Combe Circuit | ● Rockingham Motor Speedway |
| ● Croft Circuit | ● Shelsley Walsh Hill Climb |
| ● Donington Park | ● Silverstone Circuit |
| ● Goodwood Circuit | ● Snetterton Circuit |
| ● Gurston Down Speed Hillclimb | ● Three Sisters Race Circuit |
| ● Isle of Man TT | ● Thruxton Motorsport Centre |
| ● Kirkistown Race Circuit | ● Wiscombe Park Hillclimb |
|  |  |
| **United States:** |  |
| **Alabama** |  |
| ● Barber Motorsports Park | ● Talladega Gran Prix Raceway |
| ● Birmingham International Raceway | ● Talladega Superspeedway |
|  |  |
| **Arizona** |  |
| ● Arizona Motorsports Park | ● Inde Motorsports Ranch |
| ● Firebird International Raceway | ● Phoenix International Raceway |
|  |  |
| **California** |  |
| ● Autoclub Speedway | ● Thunderhill Raceway Park |
| ● Buttonwillow Raceway Park | ● Toyota Grand Prix of Long Beach |
| ● Infineon Raceway | ● Toyota Speedway |
| ● Mazda Raceway Laguna Seca | ● Willow Springs International Raceway |
| ● San José Grand Prix |  |
|  |  |
| **Colorado** |  |
| ● Aspen Motorsports Park | ● Pikes Peak International Raceway |
| ● High Plains Raceway | ● Pueblo Motorsports Park |
| ● Pikes Peak International Hill Climb |  |
|  |  |
| **Connecticut** |  |
| ● Lime Rock Park |  |
|  |  |
| **Delaware** |  |
| ● Dover International Speedway |  |
|  |  |
| **Florida** |  |
| ● Daytona International Speedway | ● Palm Beach International Raceway |
| ● Homestead-Miami Speedway | ● Sebring International Raceway |
| ● Honda Grand Prix of St. Petersburg | ● Walt Disney World Speedway |
| ● Jennings GP |  |
|  |  |
| **Georgia** |  |
| ● Atlanta Motor Speedway | ● Roebling Road Raceway |
| ● Road Atlanta |  |
|  |  |
| **Illinois** |  |
| ● Autobahn Country Club | ● Chicagoland Speedway |
| ● Blackhawk Farms Raceway | ● Gateway International Raceway |
|  |  |
| **Indiana** |  |
| ● Indianapolis Motor Speedway | ● Putnam Park Road Course |
| ● New Castle Raceway | ● Winchester Speedway |
| ● O'Reilly Raceway Park |  |
|  |  |
| **Iowa** |  |
| ● Mid America Motorplex |  |
|  |  |
| **Kasas** |  |
| ● Heartland Park Topeka | ● Kansas Speedway |
|  |  |
| **Kentucky** |  |
| ● Bluegrass Motorsports Park | ● Kentucky Speedway |
|  |  |
| **Louisiana** |  |
| ● No Problem Raceway Park |  |
|  |  |
| **Michigan** |  |
| ● Detroit Belle Isle Grand Prix | ● Michigan International Speedway |
| ● Gingerman Raceway | ● Waterford Hills Road Racing |
| ● Grattan Raceway |  |
|  |  |
| **Minnesota** |  |
| ● Brainerd International Raceway |  |
|  |  |
| **Nevada** |  |
| ● Las Vegas Motor Speedway | ● Spring Mountain Motorsports Ranch |
| ● Reno-Fernley Raceway |  |
|  |  |
| **New Hamshire** |  |
| ● New Hampshire Motor Speedway |  |
|  |  |
| **New Jersey** |  |
| ● Old Bridge Township Raceway Park |  |
|  |  |
| **New Mexico** |  |
| ● Arroyo Seco Raceway | ● Sandia Motor Speedway |
|  |  |
| **New York** |  |
| ● Watkins Glen International |  |
|  |  |
| **North Carolina** |  |
| ● Charlotte Motor Speedway | ● Rockingham Speedway |
|  |  |
| **Ohio** |  |
| ● Eldora Speedway | ● Nelson Ledges Road Course |
| ● Mid-Ohio Sports Car Course |  |
|  |  |
| **Oklahoma** |  |
| ● Hallett Motor Racing Circuit | ● OKC Sheriff's Track |
|  |  |
| **Oregon** |  |
| ● Portland International Raceway |  |
|  |  |
| **Pennsylvania** |  |
| ● BeaveRun Motorsports Complex | ● Pocono Raceway |
| ● Nazareth Speedway | ● Rausch Creek Motorsports |
|  |  |
| **South Carolina** |  |
| ● Carolina Motorsports Park | ● Myrtle Beach Speedway |
| ● Darlington Raceway |  |
|  |  |
| **Tennessee** |  |
| ● Bristol Motor Speedway | ● Nashville Superspeedway |
| ● Memphis Motorsports Park | ● Nashville Speedway |
|  |  |
| **Texas** |  |
| ● Circuit of the Americas | ● Motorsport Ranch Houston |
| ● Eagles Canyon Raceway | ● Texas Motor Speedway |
| ● Harris Hill Road | ● Texas World Speedway |
| ● Motorsport Ranch |  |
|  |  |
| **Utah** |  |
| ● Miller Motorsports Park |  |
|  |  |
| **Virginia** |  |
| ● Martinsville Speedway | ● Virginia International Raceway |
| ● Richmond International Raceway |  |
|  |  |
| **Washington** |  |
| ● Pacific Raceways | ● Spokane Raceway Park |
|  |  |
| **West Virginia** |  |
| ● Summit Point Raceway |  |
|  |  |
| **Wisconsin** |  |
| ● Milwaukee Mile | ● Road America |
|  |  |
| **Uruguay** |  |
| ● Autódromo de la Asociación de Volantes Arachanes | ● Autódromo Víctor Borrat Fabini |

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